ANNEX E: PERSONNEL

Introduction

As America's land force, the Army's delivery platform is "boots on the ground." Only Soldiers can occupy territory, as is often required, to avert war or to enforce the terms of peace after hostilities cease. The essence of the Army's capabilities is not planes, ships, or weapon systems, but its people. Therefore, having the right quality and quantity of personnel (whether military, civilian, or contractor) is vital to continued Army readiness and modernization. Moreover, the Army needs modern, web-enabled tools to manage the force in ways that are responsive to today's environment.

While winning the Global War on Terrorism is the current focus, the Secretary of the Army and Chief of Staff, Army, have emphasized that an equal priority is to position the Army to win the next war by entirely transforming from a Cold War orientation. The Army personnel community is focusing on six specific areas to support Army Transformation:

1. The Personnel Transformation initiative, introduced in August 2000, will streamline and webify personnel business processes across all Army components.

2. Civilian personnel management initiatives will improve management support for civilians and overcome workforce shortfalls anticipated over the next 10 years due to retirements.

3. Manning objectives will reshape, stabilize and train the force for transformation to the Objective Force.

4. Scientific studies that address selection, classification, recruiting, and retention of Soldiers.

5. MANPRINT, which seeks to optimize system design to reduce manpower and personnel costs, training time, and improve safety.

6. Army Well-Being initiatives will help support Army Transformation by improving Soldier performance, readiness, recruiting and retention. To fulfill these responsibilities, the personnel community will not only exploit advanced technologies, but will also adjust its structure and programs as needed. Army's personnel footprint and sustainment requirements will be reduced where possible through split basing of recapitalized personnel structure and greater use of technology to provide reach-back capability.

Personnel Transformation

Transformation is a fundamental change in what we are able to do or how we do it. Ideas, processes and approaches can also be transformational—they can even be used in relatively subtle ways to do things that we have always done and still be transformational. Transformation will not happen overnight, it does not have a clear beginning or end, and it

cannot be put on a schedule. It is an ongoing, ever-changing process. One of the Personnel Transformation goals seeks to provide better human resources support to Soldiers on the battlefield, while requiring perhaps half of the support personnel needed during Desert Storm. Much of the human resources services and support will be accomplished through reach-back capabilities provided by enterprise architecture.

The Enterprise Approach

Enterprise architecture facilitates change and offers Army human resources providers the enabler to become a culture of innovation. In the rapidly changing technology environment, the Army needs tools to manage and control growth and change. As the technical development life cycle shortens, with new technologies potentially replacing older systems every 18 months, the Army requires an overarching architecture to capture system design and operating environment. The architecture provides standardized business process and common operating environments. Commonality improves interoperability, cost avoidance, and convergence. Enterprise architecture for human resources is critical for future joint military operations and the Objective Force.

Enterprise architecture, under which all human resources support operates, will provide the full-spectrum support system that meets the demands and expectations of the Army's Objective Force. It will be knowledge-based and sophisticated but simple-to-use, real-time, 24/7-accessible, and responsive to the commander and Soldier. Traditional battlefield services such as postal operations, morale welfare recreation (MWR), casualty operations, strength reporting, replacement operations, and limited personnel and pay services will continue to be provided to the deployed Soldier as part

of the Army G-1 mission; these services will just be administered differently and more efficiently.

Army Knowledge Online (AKO)

Army Personnel Transformation initiatives are partnered with the Army Knowledge Management (AKM) initiative. AKM is a comprehensive strategy developed by the Army Chief Information Officer to cover both the Active Component (AC) and Reserve Component (RC). It will manage the information technology infrastructure as an enterprise, in line with the Global Information Grid (GIG), with a view toward reducing the support footprint and creating ubiquitous access. Access to personnel systems and services will be through AKO as the enterprise portal. AKM is a strategic transformer for the Army and is a key component of Army Transformation and Personnel Transformation. The initiatives discussed below support both Personnel Transformation and AKM goals.

Defense Integrated Military Human Resources System (DIMHRS)

The Army personnel community has made exciting progress and continues to seize opportunities to achieve Personnel Transformation objectives. For example, the Army is in the forefront of the Department of Defense (DoD) effort to develop the congressionally mandated DIMHRS—the PeopleSoft commercial off-the-shelf (COTS) human resources management system.

DIMHRS will provide an unclassified, single integrated military personnel and pay management system for all DoD military personnel during peace, war, and mobilization/demobilization. In an effort to fuse this DoD endeavor with its ongoing Personnel Transformation initiatives, the Army has

volunteered to be the first Service to field DIMHRS. The projected initial operating capability of DIMHRS for the Army is FY04. DIMHRS is a great fit, as it helps to meet many Army Personnel Transformation objectives.

Additional PeopleSoft Modules

The Army's personnel community will address those processes and capabilities DIMHRS does not fulfill by purchasing and implementing additional compatible modules of PeopleSoft products and standing up a lab, or "sandbox," to explore the potential usefulness of the additional modules. The Army G-1 created the Personnel Transformation Task Force in March 2002 to facilitate change and bring the Army human resources community under the enterprise. The Army has made significant progress this year by leveraging available technology, implementing improvements to enhance capability, preparing customers for change, and positioning intermediate personnel systems for transition to PeopleSoft. Much of this progress has been achieved in the current high-OPTEMPO environment without external funding, but in most cases can only continue with additional financial and manpower resources.

Integrated Total Army Personnel Data Base (ITAPDB)

ITAPDB is a read-only, single integrated source for Army personnel information on regular Army, Army National Guard, and Army Reserve personnel. This database will be the initial data source for DIMHRS and has helped the components cleanse personnel data and apply business rules to eliminate redundancy, improve accountability, and provide cross-component visibility. ITAPDB met its initial operating capability at the end of the 4th Quarter FY02.

Army Human Resource Systems of Systems Architecture Database (SOSA)

SOSA is the Army's personnel system data repository. It provides an accountability of personnel systems, applications, reports, extracts, and databases maintained within the Army personnel community. It is the single centralized personnel management information tool that tracks detailed information about the inventory of Army personnel systems and their interfaces. This tool is used to focus the individual personnel system transformations toward a network-centric organization in support of Personnel Transformation and Army Transformation. All personnel systems are required to register in the SOSA to obtain Headquarters, Department of the Army (HQDA) funding. SOSA is a living document that portrays a current view of the Army G-1 "as is" personnel information systems architecture. It contains vital system information such as personnel systems description; the components' administrative information (name, address, telephone number, etc.); listing of system interfaces; Human Resource (HR) Management Model; HR Activity Hierarchy Diagram; Baseline Information Architecture Diagram; and other important functional and technical information. This repository of information is accessible via the Internet (http://www.armyhr.hoffman.army.mil) with a pre-approved password.

Army Strength Analysis and Forecasting System (A2SF)

An interim step to an enterprise approach, A2SF is a new Army strength analysis and forecasting system for the Army G-1 and all stakeholders. The previous strength management models consisted of four loosely integrated models, which incorporated 1970s- and 1980s-based technology. Currently, this multi-year effort is scheduled for completion in

December 2003 and has incrementally delivered a series of integrated, redesigned models to replace the current suite. A2SF uses the latest algorithms, processors, databases, and telecommunications to form a state-of-the-art strength management and forecasting system. This system will increase flexibility in modeling manpower policies and programs; simplify operator efforts and provide greater accessibility though web-based technology; project strength levels within a half percent two years out; provide 50 percent faster personnel program development time; reduce legacy system operation and maintenance costs by a half million dollars per year; validate, cleanse, and process personnel data; and update forecasting methodologies and mathematical models.

Personnel Electronic Records Management System (PERMS)

PERMS provides electronic storage and retrieval of Official Military Personnel Files (OMPF) for all U.S. Army Active and Reserve Soldiers, including National Guard officers. Keeping track of the personnel records of more than two million Soldiers is a responsibility the Army takes seriously. The PERMS OMPF is critical to everything in a Soldier's career, from assignments and promotions, to health care and post-Army employment and benefits.

The PERMS Program Management Office (PMO) recently deployed the necessary hardware and communications infrastructure to allow PERMS to provide reach-back personnel capability utilizing network services. The PERMS PMO has embarked on several web-based initiatives that include electronic access to the Soldier's OMPF, field input of electronic documents by the Army personnel community, and electronic access to the OMPF by the Veterans Administration. Now, a Soldier or an approved organization can log on, receive

authentication and be granted authorized access to an OMPF.

Future Personnel Transformation initiatives for PERMS include immediate electronic input of a Soldier's enlistment documents, which will allow the Army to create an OMPF the same day a Soldier enlists; integrating the PERMS-developed Department of the Army (DA) Photo Management Information System (DAPMIS) into core PERMS, which will provide an on-line solution for Soldiers to update and manage their digital Army official photographs; and implementing PERMS for the Army National Guard so that enlisted Soldiers in all 50 states, three territories, and the District of Columbia will be part of the Army's electronic personnel records system. This latest development effort utilizes the latest information technology and COTS software supporting electronic record management systems. In the meantime, PERMS has implemented the following two initiatives:

Official Military Personnel File (OMPF) On-line

On 15 November 2001, for the first time in Army history, active duty Soldiers were able to view their OMPF directly without the intervention or need of personnel staff. This Soldier empowerment tool was made possible through a knowledge-based web application created by the personnel community, called OMPF On-line. Tested successfully at Fort Lewis, WA, and in Korea, access to OMPF On-line was given to all active duty Sergeants First Class in the zone of consideration for promotion to Master Sergeant by the February 2002 Promotion Board. Using OMPF On-line, Soldiers in the zone could, at anytime day or night, view and verify their evaluation reports, commendations and awards, training and education, and administrative forms in a read-only mode through the AKO portal. This

capability was incrementally phased in to the remainder of the regular Army Noncommissioned Officer (NCO) corps and Army National Guard officers. Internal funding was reallocated from legacy systems to resource this personnel system breakthrough. Long-term possibilities are significant and include Soldiers being able to update their promotion file remotely with approval from the battalion level.

Field-to-File

The companion to OMPF On-line that further enhances personnel service support is a prototype called "Field-to-File." Soldiers will be able to directly update their OMPF. Imagine the quality of customer service available when Soldiers can review their OMPF from a laptop in Bosnia on Monday, provide their personnel administrator copies of missing documents to transmit electronically for filing in their OMPF, and verify that the documents were correctly filed in the OMPF on Tuesday. This advance should produce improved record accuracy and responsiveness for both AC and RC.

My2Xcitizen

During FY01, the Army Reserve Personnel Command (AR-PERSCOM) launched a new website, http://www.2xCitizen.usar.army.mil, which allows continuous expansion of information and Soldier services to members of the Army Reserve. The most recent improvement to the website is a self-service portal that provides Army Reserve Soldiers with comprehensive access to view, download, and, in some cases, update their critical personal data. The new portal, My2xCitizen, provides the Soldier with an integrated secure AKO) login; a view of his or her OMPF; various retention and readiness information to include status of their security clearance, physical, expiration term of service (ETS) and other

important dates; view-only access to retirement points records and other retirement information; and alerts that flag key expiration dates pertaining to their career. In addition, the Soldier can update contact information, volunteer for current operations, and customize windows and components for personal use and preferences. Planned future enhancements include upgraded integration with AKO; the incorporation of "Field-to-File" efforts currently ongoing at the Enlisted Records and Evaluation Center (EREC); a promotion consideration information module; and the addition of a Mandatory Removal Date (MRD) calculator. The new portal represents one of many initiatives AR-PERSCOM has taken to provide Soldiers with tools to better manage their careers.

Standard Installation/Division Personnel System-3 (SIDPERS-3) Migration to eMILPO

The Army plans to substantially migrate the regular Army out of SIDPERS-3 to eMILPO in FY03. The migration is intended to serve several purposes: first, to reduce errors through consolidation of 43 installation databases into one integrated database; second, to enhance the field's ability to do strength accounting via a web application; third, to simplify and eliminate redundant business processes to prepare the field for revolutionary change anticipated with incoming PeopleSoft products; and fourth, to mitigate any risk of delay in the scheduled fielding of DIMHRS. The eMILPO will provide critical mobilization capability to ensure visibility of RC Soldiers on active duty. However, due to the Global War on Terrorism deployments, the fielding of eMILPO was suspended indefinitely as of February 2003.

Army Selection Board Process (ASBS)

ASBS is the Army's solution for HQDA centralized selection boards that will provide electronic access to personnel records, official photographs, and automated management of board processes. The existing board support systems will be responsible for determining eligible candidates and managing board results. The ASBS will fulfill the centralized board function by constructing electronic board files, validating the contents of the electronic files, and presenting the files to voters for scoring. An interface between the existing board support systems and the ASBS will be necessary to electronically pass candidates' files back and forth. ASBS will be developed, tested, and fully deployed in a phased approach at PERSCOM, AR-PERSCOM, the National Guard Bureau (NGB), and scaled for use by appropriate headquarters.

Army University Access On-line (AUAO)/ eArmyU

This on-line program expands opportunities for Soldiers to attend college while serving on active duty. It offers Soldiers the opportunity to earn degrees anytime, anywhere, and at no personal cost by covering tuition, books, and fees, as well as providing a laptop computer, printer, and an Internet service account. Initially fielded at Fort Campbell, KY, Fort Hood, TX, and Fort Benning, GA, in January 2001, eArmyU now serves over 10,000 Soldiers. The e-learning portal provides a single website access to degree programs at 23 different academic institutions with course delivery, library use, tutoring, and administrative services. The cost effectiveness of the program is being evaluated with continued fielding, contingent on funding. For years, the Army has offered a robust education program to Soldiers. Now eArmyU expands education availability to those Soldiers who, for whatever reason, have not been able to enroll in traditional, scheduled classroom programs. Through eArmyU, Soldiers have an on-line capability to earn a degree without regard to duty hours, deployment schedule, or family issues.

Assignment Satisfaction Key (ASK)

ASK is a new web application that provides AC Soldiers the capability to post assignment preference information directly to the Total Army Personnel Database (TAPDB). ASK was initially fielded in October 2001 and is available through PERSCOM's website at http://www.perscom.army.mil. Soldiers gain access through their AKO account password. The implementation of ASK culminates a five-year project to improve communications between enlisted managers and Soldiers.

Personnel Transformation Challenges

The Army is undergoing a fundamental transformation to field capabilities needed by the Nation in the 21st century. This transformation includes refinement of the structure to better accomplish the national strategy, development of a rapid response to the requirements of employment against the spectrum of threats, inclusion of breakthrough technology to increase lethality and survivability and to capitalize on dominate intelligence, and the concomitant evolution of operational doctrine to ensure that our ground forces win decisively in a joint force or multi-agency operation.

Planning for transformation will hit major implementation milestones prior to 2008. The initial operation capability for the first Unit of Action (UA) is scheduled for 2010. Its first unit equipped (FUE) commences in 2008. The transformation of 12 UAs of the Objective Force is projected for 2015. This

transformation will not be complete unless the Army also changes the way it organizes and manages its manpower and personnel. As a result, the Army has considerably expanded its ongoing Personnel Transformation to implement the Terms of Reference (TOR) provided by the Secretary of the Army in December 2002. These TOR form a holistic review of Army manpower and personnel policies, plans, systems, and processes. The Personnel Transformation of the Army's personnel system is a critical precursor to lasting Army Transformation. We have been challenged to do it "right and on time." With that challenge in mind, the M&RA/G-1 have developed a strategy to support the combined Army staff effort.

The Personnel Transformation Task Force will coordinate all activities of Personnel Transformation. The major tasks cut across the Army staff and the responsibility for coordination is shared with the Army G-3. To obtain solid coordination and synergy among the groups working on separate tasks, the tasks are segmented into five pillars of responsibility. The M&RA/G-1 has responsibility for Personnel Enterprise Systems, Manning, and Well-Being. The pillars lead by the G-3 are Force Structure and Training and Leader Development.

The Army has over one million military personnel geographically dispersed across seven continents. Soldiers are continually moving both geographically and between components of the Army, entering and exiting the Army, and requiring frequent personnel services. Modern technology has facilitated the Army in becoming operationally mobile, geographically dispersed, and fast-moving, but the evolution of Army personnel systems has not kept pace with web-based personnel technology. As a result, the Army currently relies on five separate databases and over a

thousand different applications, subsystems, reports, and queries to manage the force. Many of these databases and subsystems use different data standards and protocols, making modernization and integration difficult and expensive. A single, integrated military personnel and pay management system is critical. Such an integrated personnel database will allow better tracking of Soldiers from mobilization to the battlefield and back, managing sensitive casualty information in a media rich environment, and measuring the operations tempo of individual Soldiers.

Objective Force Soldiers will train for a more complex warfight. As a result, there will be an ever-increasing need for quality recruits. The Army will be in sustained competition with industry to identify and recruit quality people with an aptitude for high-technology skills. After initial training, these Soldiers must sustain current skills and develop new skills needed to stay current with rapidly changing technology. As these highly skilled Soldiers reach decision points on whether to continue their careers in the Army, competition will remain keen from the civilian job market, where opportunities abound, for their qualifications. Increased security concerns provide additional challenges in providing readily accessible information to leaders, while protecting the privacy of the individuals served by the personnel community. Security concerns put multiple demands on our human resource assets, draining our units, leaders and Soldiers of valuable time and energy once applied to other areas of mission accomplishment.

Recent added demands of homeland defense further stress the Army's ability to fund efforts such as quality-of-life programs for Soldiers and their families, as well as personnel research and development, and personnel systems improvements for Personnel Transformation. The Army personnel

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community continues to improve data quality, reduce redundant manual input of common data elements, and eliminate manpower-intensive analysis of raw information. These improvements will be complemented by efficiencies realized from the enterprise approach to Army human resource systems, personnel management redesign, business process redesign, leveraging web technology, conducting data cleansing, and preparing for a multicomponent, joint, DoD pay and personnel system. All these efforts are designed to improve strategic responsiveness, enable Army Transformation, enhance personnel services, and provide reach-back, thus enabling reductions in redundant layers of personnel staff on the battlefield.

Civilian Personnel

High-quality, diverse, well-trained civilians are a vital link to Army readiness and sustainability. The civilian component of the Army's Objective Force must be a solid corps of experienced people who are multifunctional, multiskilled, adaptable, and ready to provide both base operations and increased direct mission support worldwide. Yet, forecasting models show that of the Army's 223,000 civilians, 30 percent will be eligible to retire in 2003. The most dramatic impact will be in critical leader positions, as 67 percent of GS-13s, 83 percent of GS-14s, and 92 percent of GS-15s become eligible for retirement. By 2010, 62 percent of today's Army civilians will be eligible to retire, and leader losses will exponentially increase as 91 percent of GS-13s, 98 percent of GS-14s and 99 percent of GS-15s become eligible to retire. Additionally, 3,100 critical positions in grades GS-9 through GS-15 must be externally filled during the next five years because resource constraints over the last nine years prohibited filling of intern positions. These 3,100 positions involve mission-essential areas of information technology, research and development, and other specialty fields to support tomorrow's Soldier. To deal with these civilian workforce demographics and other Army Transformation factors, Army Civilian Personnel is undergoing its own transformation. Some Transformation initiatives are described below:

Civilian Personnel Management System (CPMS) XXI

CPMS XXI departs from traditional personnel policies and practices that are historically slow and difficult to change. Two major thrusts of CPMS XXI are the Strategic Army Workforce (SAW) and legislative reform. The SAW requires a culture change and a restructuring of leader development to meet the needs of the transformed Army. The SAW will provide a precise construct of civilians who are centrally acquired, retained, and managed as future leaders for the Objective Force. Redefining position and leadership requirements and mandatory experiential assignments will be the vehicle by which we develop future leaders to meet the needs of the transformed Army. Integration of new automated systems will provide the means to accurately forecast SAW requirements and identify necessary training and development needs to ensure future Army civilians will have the multiple skill sets necessary to lead the future workforce. Legislative changes will address on-the-spot hiring and broad pay banding, essential to rapidly obtain the civilian force of the future. Civilian leaders must be prepared to face a future that imposes many new requirements. In a drastically decreased workforce, civilian leaders must continue to provide continuity and quality service to ensure mission accomplishment, while leading a much larger cadre of outsourced staff to ensure a return on Army investment.

Civilian Leader Development

Recognizing that Army Transformation requires not only adaptive military leaders but also adaptive civilian leaders, the Chief of Staff, Army, directed that studies by the Army Training and Leader Development Panel should include Army civilian issues. The civilian study was completed in FY02 and paralleled the military studies' methodology to insure compatibility of recommendations and to foster an integrated team approach to leader development.

Best Business Practices

In support of the Secretary of the Army's affirmed intent to aggressively pursue and achieve best business practices, the Army's civilian personnel community continually analyzes operational costs and effectiveness of its products and services in comparison to industry benchmarks. A marketing study completed in FY02 should result in the redirection of recruiting toward high-payoff methods to obtain the best and brightest candidates in technical fields critical to Transformation. Civilian recruitment innovations may include broad use of commercial Internet job boards and employee referral bonuses. To compete with the largest private sector employers for the best talent, we must mount a sustained, aggressive recruitment campaign using the same kinds of marketing strategies that they use. As a key investment in the Army's future, we are pursuing a several-fold increase in the modest resources typically devoted to marketing Army civilian careers. A widely recognized, Army-developed system, known as the Civilian Productivity (CIVPRO) system, will provide data to define the future size of the civilian personnel processing functions. Two other Army systems established for workforce planning are the Civilian Forecasting System (CIVFORS) for projecting losses/required replacements and the Workforce Analysis Support System (WASS) for analyzing requirements and tracking workforce trends. Consistent assessment, measurement and evaluation are the only ways to insure smart adherence to the three pillars of the Army Vision: People, Readiness and Transformation.

On-Line Civilian Personnel Systems

The Army is in the forefront of initiatives to create a fully automated civilian personnel support system that is web-based, real-time and 24/7-accessible for Civilian Personnel Operations Centers (CPOC), Civilian Personnel Advisory Centers (CPAC), managers, and employees. Some facets are DoD- and federal-wide in scope. In an effort to continue the full integration of civilians into the overall force, civilian data requirements are being identified and incorporated into the Army's integrated database. A critical step is to centralize information currently residing in 10 regional databases. In a continued thrust to streamline processes and provide more flexibility to managers, the Army's 180,000 civilian job descriptions will be reduced to no more then 15,000, all of which will be accessible on-line. A single portal for Army job applications matches job specialties and applicant skills and provides an applicant response system, standard Army-wide job kit, vacancy announcement builder, inventory-based recruitment methodologies and an electronic referral list. These reengineered job application processes have been implemented and are in use. Another major initiative is to automate the Army's civilian performance management system, allowing for electronic submissions from development of objectives to processing of all honorary and monetary awards through one medium. Army-wide implementation is scheduled for FY03. The long-term goal is for all civilian personnel to have access to their

official personnel files on-line. To assist civilians to better understand their benefits, entitlements and procedures while deployed, a civilian mobilization web page is being activated within the Civilian Personnel On-line (CPOL) website. Finally, the Army Benefits Center–Civilian, or ABC-C, now provides a full range of benefits and entitlements service to Army employees worldwide through a centralized automated center.

Manning the Force

The present personnel management systems are under review in a cooperative effort between the Army G-1 and G-3. As Secretary White has stated, "personnel turbulence is the enemy of cohesion and teamwork." The Army is adopting a deliberate and multifaceted approach in developing and implementing a plan of action to overcome personnel turbulence. The Army G-1 is leading a task force to address implementing a unit manning policy approach versus the current individual replacement system. The Task Force is addressing issues such as: What units, what size and in what priority to conduct the first tests of a unit manning policy. What are the impacts on readiness and availability? What are the cyclical impacts of a unit manning policy? Where does unit manning start and end, at the unit or after basic or advanced individual training? This is not a complete list of issues by any means, since new issues will surely be raised that will require thoughtful analyses. The Army's rotation policy is under concurrent examination, led by the Army G-3. The two task forces will collaborate frequently to resolve and focus on specific issues. The Rotation Task Force will address issues such as: What Army force structure and missions lend themselves to unit rotation versus individual rotation? What size of units can be rotated? What frequency is best that will balance human considerations and mission requirements? If pilot tests support

changes in manning policies, the Army will consider developing all new Army rotation and manning policies and will identify related force structure and personnel policy changes necessary to enable the Army to indefinitely sustain the Global War on Terrorism. The Army will establish policies for the length and frequency of tours and deployments for the AC/RC. This will lead to a thorough force structure analysis that will result in recommended force structure adjustments, including possible adjustments to the AC/RC mix. Another area that will be addressed is defining the right mix of manpower between military, civilian and contract support. The Army will clearly delineate core and non-core functions in efforts to outsource or privatize non-core functions. Additionally, policy exceptions will be identified in order to cover near-term issues until force structure can be properly adjusted.

Third Wave

The Army uses the Third Wave, a planning process for determining which positions and functions the military, civilian employees, the private sector, and other executive agencies should perform or divest. Following these determinations, the process then develops implementation plans for the appropriate sourcing or divesting course of action. No federal employee job will be converted to private sector performance without the opportunity for the installation to compete the function using a public-private competition process such as the A-76 process or some other methodology currently permitted by statute. The Third Wave process will not reduce military end strength as one of its consequences. Any military positions affected by the Third Wave process will convert to fill higher-priority, core military functions.

The Army is using this process to identify military-to-civilian and/or contract-conversion possibilities and to find ways to pay for these conversions through the savings generated from competition or divestitures. Freeing up resources for the Global War on Terrorism is one of the primary motivations for the Third Wave effort. Before asking for additional resources, the Army believes it essential that we ensure we are properly utilizing the military in functions that require military training and skills to perform. Military costs about 36 percent more than civilian employees, in large part because of the specialized training and deployment costs. Therefore, it is imperative that we objectively identify military-performing, non-core tasks that can be divested or competed, so that we can then shift those military to special operations and other military-related priorities in the operating forces.

The Third Wave is not merely limited to reviewing the use of military in non-core functions in the infrastructure. The Third Wave also is attempting to program for Army Logistics Transformation and Personnel Transformation objectives. Current doctrine in *FM 100-21, "Contractors on the Battlefield,"* provides that contractors may operate in the combat zone as long as the tactical situation and governing contract make it possible. Current Army acquisition policies instruct developers to create sustainment concepts that get contractors out of the division area. In the meantime, the emergence of high-technology systems in the combat zone has increasingly required forward deployment of contractors. Changes in support concepts and doctrine that are proposed currently in support of Army Transformation may facilitate not only the contracting of functions but also further enable the Transformation efforts. Such concepts may in some aspects obviate the requirement for forward support and allow support to be provided by contractor personnel

in rear areas. Another area that must be considered concerns those functions that by statute must be performed by government personnel, keeping in mind that one objective of this process is to release military from functions that can be performed by DA civilians, so they can be employed in missions requiring military in uniquely military roles and missions.

Personnel Research and Development

As the Army transforms to the Objective Force, the Army Research Institute for Behavioral and Social Sciences (ARI) is providing scientific studies that address several personnel issues including selection, classification, recruiting, and retention. Methods and analytic tools to match the right person with the right job are products of personnel and manpower research. Better behavioral constructs are being developed to measure the adaptability and motivation of Soldiers. These Soldier characteristics will be needed to deal with the increased technological requirements of the transformed Army. Also, in the Objective Force, NCOs will likely experience greater autonomy and responsibility. ARI is developing a battery of psychological tests to improve the Soldier-to-job match, especially for NCOs assigned as first sergeants, drill sergeants, and recruiters. In it's examination of recruiting, ARI has performed research that links the diverse needs and aspirations of different types of potential recruits with approaches to influence their individual career choices. ARI has developed a longitudinal model of occupational choice that encompasses not only the initial recruiting decision, but also factors associated with retention. This model will also accommodate the changing conditions in the Army. To fine-tune the evolving process, the Army needs a continuous feedback loop between the field and Army decision makers. Attitude and opinion surveys conducted by the ARI are a critical tool in providing this feedback. The Army

Personnel Transformation puts strong emphasis on streamlining and using the web for personnel business processes. In line with this emphasis, ARI has developed tools for conducting automated surveys using PCs, the Internet, and a website maintained by AKO.

Payoff to the Army

Small improvements in selection and classification accuracy produce large gains in training effectiveness and job performance. For example, an improvement of four percent in job selection accuracy is estimated to result in cost avoidance and performance gains worth $50 million annually. A very significant benefit of improved selection and classification is reduced personnel attrition. Realizing that a second person must be recruited and trained for every Soldier lost, even the most modest reduction of only one percent in the attrition rate saves the Army nearly $8 million annually. In summary, more precisely developed recruiting, selection, classification, and retention tools, coupled with better understanding of command climate, organizational change and family support factors, significantly contribute to a transformed Army suited to the requirements of the Objective Force.

MANPRINT Program

Tomorrow's battlefield will be a complex environment, filled with new equipment and technologies. Real battlefield effectiveness results from a good match between the people who operate and maintain the equipment and the equipment itself.

At the heart of the Army Vision are well-trained Soldiers using state-of-the-art equipment to win wars. The Army's program to ensure that Soldier issues are key considerations in system design, development, and acquisition

is called MANPRINT. The objectives of MANPRINT are to:

- Optimize both the quantity and quality of the personnel needed for systems.

- Design systems that are easily useable by Soldiers, safe to operate, cause no unnecessary health problems, and maximize Soldier survivability.

- Ensure training has been adequately programmed and resourced and is available prior to system fielding.

- Ensure acceptable trade-offs are made among performance, design, and Soldier issues.

MANPRINT's Role in Army Transformation

New materiel systems for the Objective Force must not only meet performance requirements, but also meet standards of personnel affordability. If future Army systems need too many operators and maintainers, with too highly specialized skills, where the training is too long and expensive, the Army will have failed in its Transformation. The MANPRINT program addresses these concerns throughout the design, development, and acquisition process. New, advanced technologies will require Soldiers with new skills. The accelerated Transformation schedule requires that preliminary design decisions, made early in the acquisition cycle, be quickly and effectively evaluated by the MANPRINT community. If design errors are not detected and corrected early in the acquisition cycle, adverse consequences and costs will increase over the life cycle of the system. To improve design decisions, MANPRINT must continually keep project managers up-to-date on new information and MANPRINT guidance.

Therefore, the heart of the MANPRINT process is its outreach to program managers and contractors. With education and appropriate tools and methods, program managers better understand the MANPRINT process and how MANPRINT contributes to reduced life-cycle costs, optimizes total system performance, and enables warfighters to win on the battlefield.

MANPRINT's Strategic Value to the Army

The development of the Comanche helicopter serves as an example of how MANPRINT improves system performance and reduces overall life-cycle costs. Analysis of MANPRINT issues showed a projected cost avoidance of $3.29 billion over the life cycle of the Comanche, based on the original plans for Comanche acquisition.

The savings would result from major design influences in most of the Comanche's systems. For instance, the Comanche is designed for easy maintenance. A portable, intelligent maintenance aid contributes to speedy fault identification and a reduced false parts replacement rate. Accessibility has been eased for most major components, and the engine maintenance tool set was reduced from the typical 100 plus tools to only six. These design features and others reduce the number of maintenance personnel, decrease the cost of maintenance and parts, and greatly improve system availability. Consequently, fewer units are required to accomplish missions. Application of MANPRINT would also prevent a projected 91 fatalities and a significant number of disabling injuries. The Comanche program was the first significant program in which MANPRINT principles were incorporated from the beginning.

The MANPRINT process employs task and functional analyses and modeling to best determine personnel efficiency in operating and maintaining systems. The analyses, matched with the relevant personnel attributes and well-planned training, yield lower manpower requirements per system. Because early design decisions are so critical to life-cycle costs, MANPRINT must be employed early in a system's developmental cycle to maximize out-year operational and support savings. The continual improvement in MANPRINT techniques and tools relies on adequate funding of additional Soldier-oriented research and development. As we continue to push the envelope for battlefield dominance through technology advancements and innovations, we must ensure that the Soldier, as stated in the Army Vision, remains the centerpiece of our formation.

Army Well-Being

The Army's Well-Being initiative, began in June 1999, will help support Army Transformation by improving Soldier performance, readiness, recruiting and retention. Well-Being is defined as the personal state—physical, material, mental, and spiritual—of Soldiers (Active, Guard, Reserve, retirees, veterans), civilians, and their families that contributes to their preparedness to perform and support the Army's mission. The goal is self-reliant Soldiers, civilians, and families, all contributing to the Army team. Well-Being programs contribute to Army strength by producing self-reliant individuals who are able to focus on the mission (thus supporting readiness), knowing that their personal lives are in balance and their needs are being met. This, in turn, creates a strong bond between individuals and the Army, directly affecting retention and recruiting. The inherent responsibility for Well-Being is shared between individuals and leaders. Ultimately, individuals decide how best to ensure their own Well-Being and that of their families. However, the Army should provide an opportunity for

individuals to attain the sense of Well-Being they desire. Well-Being is actually a "condition" resulting from a system of individual programs. As such, Army Well-Being represents the Army's coordinated efforts to integrate policies, programs, and issues into a holistic and systematic framework that supports mission preparedness as well as individual aspirations.

There are five strategic goals for Well-Being:

Goal 1. Implement a comprehensive strategy that integrates Well-Being initiatives, programs, and resources to meet the Well-Being needs of the Army.

Goal 2. (To Live). Provide a competitive standard of living.

Goal 3. (To Connect). Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging.

Goal 4. (To Grow). Provide an environment that allows enrichment of personal lives by achieving individual aspirations.

Goal 5. Ensure leadership that maximizes the positive, combined effect of intangibles on the outcomes of Army Well-Being programs and the integrity of the institutional strength of the Army.

Army Well-Being in itself is not a separate and distinct program. Rather it is an initiative to synchronize and coordinate the approach to planning and programming existing programs. The Well-Being initiative is an integrated system of Well-Being related programs that:

- Recognizes that the Army must foster individual self-reliance and meet the personal needs and aspirations of its people.

- Are designed and resourced to successfully account for the dynamic nature of the Army's operational challenges and America's societal changes.

- Maximizes outcomes such as performance, readiness, retention, and recruiting.

- Contributes to the institutional strength that enables the Army to accomplish its full-spectrum mission.

Well-Being is taking care of people now and into the future while winning on the battlefield. Changing external influences on the Army demand higher levels of vigilance in the management of our people programs that support this mission. Well-Being will enable commanders by providing tools for the management capability, while developing a holistic strategy for structuring and implementing all people programs. Taking care of people requires cultural change among people in the Army, acknowledging the linkage between people issues and unit readiness, providing a competitive lifestyle with middle-class America, and committing available resources in support of people needs.

Conclusion

The Army must continue to man the force with exceptional Soldiers and civilians, sustain the force with efficient and effective management systems, and ensure the human dimension is considered in the development of new systems and equipment. First and foremost, the Army must support commanders in the field with personnel systems and information that enhance warfighting capability and agility. The Army must provide our people—Soldiers, DA civilians, veterans, retirees and their families

the opportunity to be self-reliant, and to be part of a close-knit community that reduces the shared activities of our profession. Complete success in transforming the Army to the Objective Force will only be achieved by taking care of the Army's most valuable asset— People. The initiatives of the personnel community target the Army needs from a broad, holistic perspective, and remain focused on "boots on the ground" to achieve the Army's mission.